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DD/S 70-1841

11 MAY 1970

MEMORANDUM FOR: Director of Logistics
Director of Medical Services
Director of Personnel
Director of Training

SUBJECT : Support Directorate Problem Solving Seminars

1. This is to advise you of the selection of problems submitted by you in February 1970 for consideration at future Problem Solving Seminars.

a. Seminar Group #6

Problem:

What can be done to increase attractiveness of the several retirement systems? Has CIARDS implementation and operation met its objectives? Is dramatic reduction in life insurance coverage under Agency-sponsored programs upon retirement a deterrent to an employee who might otherwise opt for early retirement. If so, what can be done to minimize the situation?

Date : 20 - 25 September 1970

Place :

Grade : GS-15

Sponsor: OL

b. Seminar Group #7

Problem:

Should the Agency take into account the influence of an employee's dependents on his role in the Agency to a greater extent than it does at present, and if so, to what extent, and how should this be done?

Date : 15 - 20 November 1970

Place :

Grade : GS-13

Sponsor: OMS

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c. Seminar Group #8

Problem:

Has the Career Service structure outlived its usefulness? What might be substituted for the Career Services should the answer be in the affirmative? (Submitted by OP).

Is the Career Service system the best way to develop and manage our people? If so, what recommendations can you make for improving the system? If not, what better system can you propose? (Submitted by OTR).

(NOTE: Problem considerations will be limited to the Support Directorate).

Date : Early 1971

Place : To be determined. Probably

Grade : GS-15/16

Sponsor: OP

25X1

2. I appreciate that this notification is well in advance of the scheduled seminars. Perhaps the time could be used to good advantage in your planning and collection of appropriate data for the problems.

3. Subsequent memos will solicit nominations for participation.

15/

R. L. Bannerman
Deputy Director
for Support

cc: Mr.

Mr.

SOS-DD/S ng (6 May 1970)

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DD/S 70-1514

17 Apr 1970

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

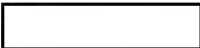
SUBJECT : Support Directorate Problem Solving Seminar #5

1. The Problem Solving Seminars will henceforth be scheduled quarterly in order to provide the sponsoring Office with more time for preparation and to enable nominees to attend other courses prior to the Seminar when such preparation is desirable, e.g., the Advanced Management (Planning) Course.

2. From the lists of suggested problems which the Offices have submitted, I have selected a topic recommended by the Office of Training for consideration by Seminar Group #5. This problem is:

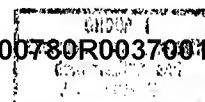
"In what ways can Office of Training courses or programs be made more responsive to the future needs of the Support Directorate?"

The problem, sponsored by the Office of Training, will be considered by a Seminar of GS-14 level Officers, which will meet from 21 to 26 June 1970 at



3. As preparation for the Seminar, the Training Officer for each Support Career Service is requested to develop a Training Profile for the officers in his Career Service, or a series of Profiles in cases where several Career specialities are involved. Such a Profile or Profiles should identify the Agency Training courses which a typical officer careerist is expected to take in relation to his development and advancement in the Career Service. As appropriate, the Training Officers should also provide to and discuss with their Offices' participants in the Seminar any comments and information, such as the content of courses, which would be useful to the participants in the Seminar. I believe that thorough preparation of this type is an essential element to a successful outcome of this Seminar.

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4. Each of the Support Directorate Offices should forward their nominations (principal and alternate) to the Career Management Officer, DD/S (Room 2 E-45) by 11 May 1970.

15/

R. L. Bannerman
Deputy Director
for Support

25X1

cc: OTR

25X1

DD/S/SOS: ksb (14 Apr 70)

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DD/S 70-1514

17 APR 1970

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

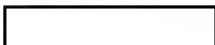
SUBJECT : Support Directorate Problem Solving Seminar #5

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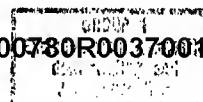
"In what ways can Office of Training courses or programs be made more responsive to the future needs of the Support Directorate?"

The problem, sponsored by the Office of Training, will be considered by a Seminar of GS-14 level Officers, which will meet from 21 to 26 June 1970 at



3. As preparation for the Seminar, the Training Officer for each Support Career Service is requested to develop a Training Profile for the officers in his Career Service, or a series of Profiles in cases where several Career specialities are involved. Such a Profile or Profiles should identify the Agency Training courses which a typical officer careerist is expected to take in relation to his development and advancement in the Career Service. As appropriate, the Training Officers should also provide to and discuss with their Offices' participants in the Seminar any comments and information, such as the content of courses, which would be useful to the participants in the Seminar. I believe that thorough preparation of this type is an essential element to a successful outcome of this Seminar.

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2

4. Each of the Support Directorate Offices should forward their nominations (principal and alternate) to the Career Management Officer, DD/S (Room 2 E-45) by 11 May 1970.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

25X1

cc: OTR

25X1

DD/S/SOS: ksb (14 Apr 70)

Distribution:

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- ✓ 1 - DD/S Subject w/background
- 1 - DD/S Chrono
- 1 - SOS Chrono

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20 FEB 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Suggested Problems for Problem Solving Seminars

1. All Offices have submitted problem suggestions which are outlined in Attachment 1. The Office memorandums are grouped in Attachment 2.

2. This Staff has reviewed the Office submissions and suggests these following problems for your consideration:

a. Seminar #5

Date: 5 - 10 April 1970

Grade: GS-14

Office: OTR

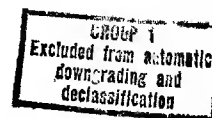
"Is Support training meeting current requirements? What should be the objectives of Support training? (Submitted by OP.)

In what ways can OTR courses/programs be made more responsive to the future needs of the Agency, and especially of the Support Directorate." (Submitted by OTR).

These two problem statements are directly related and should be treated as one. I suggest that OTR be the sponsoring office and that the problem, if selected, be restricted to consideration of the needs of the Support Directorate.

✓ Each representative could take with him a copy of a Training Profile prepared by his Office for its careerists.

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b. Seminar #6

Date: 21 - 26 June 1970

Grade: GS-15

Office: OL

*concur -
The members
of this seminar
should be
selected on the
basis of some
knowledge of
these programs.
The problem is too
complex for the
uninitiated*

"What can be done to increase attractiveness of the several retirement systems? Has CIARDS implementation and operation met its objectives? Is dramatic reduction in life insurance coverage under Agency-sponsored programs upon retirement a deterrent to an employee who might otherwise opt for early retirement. If so, what can be done to minimize the situation?"

If this problem is selected, members of the Group should be advised that their recommendations should not be directed solely or heavily toward legislative action.

c. Seminar #8 - *Approved as #8*

Date: 14 - 19 September 1970

Grade: GS-15/16

Office: OP

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"Has the Career Service structure outlived its usefulness? What might be substituted for the Career Services should the answer be in the affirmative"? (Submitted by OP.)

"Is the Career Service system (23 Career Services) the best way to develop and manage our people? If so, what recommendations can you make for improving the system? If not, what better system can you propose? (Submitted by OTR with 4 possible alternatives -

- 4 Services - One for each Directorate
- 3 - Collection, Production, Support
- 2 - One for CS, one for all others
- 1 - For whole Agency)

If selected, I would suggest that consideration be limited to the Support Directorate.

*#7 Seminar - Subject to be Dr. Tietjens memo
of 10 Feb. 1970 " - - - influence
of an employers dependents - - - "*

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d. Problems for subsequent seminars

GS-12 - Review field reports required by Support Offices to determine overlaps, consolidation, elimination. (OF)

- along with -

What practical steps can be taken to effectively reduce the creation, production, retention and flow of paper produced within the Agency. (OL)

GS-13 - What steps can be taken to improve the Agency's current personnel selection processes. Consideration should be given to time and cost factors as well as employee quality. Is the Agency over-recruiting in the sense that it hires talent it cannot fully utilize? (OS)

I suggest that the "over-recruiting" aspect not be considered in the seminar.

- You may wish to schedule a second Group to study further Group #4's subject - the Communications Gap and ways to involve the young professional in the decision-making process - along with topics to be discussed with the young professional on the matter of "realistic expectations" as suggested in the 12 February 1970 meeting with the Office Heads on Group #4's Report.

3. Based on our experience to date (we used 4 of the 28 problems initially submitted) it appears that monthly runnings are difficult to continue. Perhaps quarterly runnings are more suitable for these seminars in terms of the time and resource commitments they demand. OL's memo is in favor of quarterly spacing which would provide ample time for office preparation and AMP training for upcoming seminar participants. Mr. Wattles suggests that several groups could handle one problem and eventually produce an action plan.

4. Upon receipt of your approval of these suggestions or advice as to other selections, grade groups and seminar frequency, I will prepare the necessary memos to inform the Offices and solicit candidates.



Support Operations Staff/DDS

25X1

2 Atts

Att 1: Problem suggestions

Att 2: Office memos

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SUGGESTED PROBLEMS

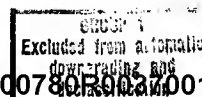
OC:

- Should Support Directorate and/or Agency be reorganized along:
 - Program lines
 - Product lines
 - Resource category (men, money, materials)
 - Combined team lines - teams representing all Directorate skills would be assigned tasks, programs, etc.
- Can current buildings space be better utilized? How?
- Assess effect on Agency of the reportedly drastic cutback planned for U. S. military forces - e.g., workloads, cover problems, changes in working conditions.
- Should programming and budgeting guidance be made more specific or more generalized. Advantages and disadvantages of each. What should be ideal lead time for issuing guidance.
- Increased centralization of services at Headquarters due to BALPA/OPRED. What is effect on the comparability of management/support type positions and grade structures among various Support Directorate components.

OF:

- Should DD/S prescribe proportions of a T/O which should be allocated as Support positions to ensure adequate support to a given mission. If feasible, can these positions be assigned to the appropriate Support Service (as is the case with OC).
- Review field reports required by Support Offices to determine overlaps, consolidation, elimination.
- Review Agency's records retirement, retention and vital records policies and procedures.

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OL:

- To what extent can decline in overseas assignment opportunities (OPRED - BALPA) be expected to adversely affect the development, motivation, retention or morale of career employees and how can this challenge be met?
- ✓ - What can be done to increase attractiveness of the several retirement systems? Has CIARDS implementation and operation met its objectives? Is dramatic reduction in life insurance coverage under Agency-sponsored programs upon retirement a deterrent to an employee who might otherwise opt for early retirement. If so, what can be done to minimize the situation?
- What techniques can be developed to motivate personnel below the officer level (clerical, wage board) and establish an esprit de corps generally found in the higher levels?
- What practical steps can be taken to effectively reduce the creation, production, retention and flow of paper produced within the Agency?

OMS:

- Should the Agency take into account the influence of an employee's dependents or his role in the Agency to a greater extent than it does at present, and if so, to what extent, and how should this be done?

OP:

- How can we make Support jobs more challenging and offset what appears to be an increasing tendency to routine, monotonous assignment of duties?
- How can we improve the recruitment, utilization, training and career development of our clerical employees?
- ✓ - Has the Career Service structure outlived its usefulness? What might be substituted for the Career Services should the answer be in the affirmative?
- ✓ - Is Support training meeting current requirements? What should be the objectives of Support training?

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- What purposes are being served by the various committees within the Support Directorate? Are there opportunities for using coordinating committees such as the Travel Policy Committee of Support Offices for policy and procedural development?

OS:

- What changes should be made in the existing Support Services structure to ensure that requirements levied under the coming new look in "non-official" cover overseas, can be properly met?
- What steps can be taken to ensure that whenever dispersal of Agency components is necessary due to lack of space at Headquarters, the least possible impairment of important programs will ensue?
- What steps can be taken to improve the Agency's current personnel selection processes? Consideration should be given to time and cost factors as well as employee quality. Is the Agency over-recruiting in the sense that it hires talent it cannot fully utilize?

OTR:

- ✓ - In what ways can OTR courses/programs be made more responsive to the future needs of the Agency, and especially of the Support Directorate?
- ✓ - Is the Career Service system (23 Career Services) the best way to develop and manage our people? If so, what recommendations can you make for improving the system? If not, what better system can you propose?

Possible alternatives:

- 4 Career Services, one for each Directorate
- 3 Career Services - Collection, Production and Support
- 2 Career Services - one for CS and one for all others
- 1 Career Service for whole Agency

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00-M-70-086

06 FEB 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Support Directorate Problem Solving Seminar

REFERENCE : DD/S 70-0288 dated 28 January 1970

1. Following is a list of suggested topics for possible consideration in DD/S seminars:

a. Should the Support Directorate and/or Agency be reorganized?

(1) Along program lines?

(2) Along product lines?

(3) Along resource category lines (men, money, materiel)?

(4) Along combined team lines? (The combined teams would be made up of all representative skills in the Directorate and the teams would be assigned tasks, programs, etc., and be responsible for their accomplishment.)

b. Can the Agency's current buildings (space) be better utilized?
How?

(1) Should all elements of a single component be located in one building?

(2) Should each "front office" of the major components be located in Headquarters building and the rest of each component consolidated in one building or two at most?

(3) Other alternatives (other than new building construction which is under study by the Building Planning Committee).

c. Assess the effect on the Agency of the reportedly drastic cut-backs planned for U. S. military forces.

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SUBJECT: Support Directorate Problem Solving Seminar

- (1) Increased or decreased Agency workload?
- (2) Cover problems?
- (3) Changes in working conditions to be anticipated?

d. Should guidance on programming and budgeting be made more specific or more generalized?

(1) Advantages/disadvantages of each; i.e., issue of possibly inhibiting programs versus avoidance of unnecessary "wheel-spinning."

(2) What should be ideal lead-time for issuing guidance?

e. BALPA and OPRED have resulted in and will continue to require increased centralization of services at Headquarters. What has been the effect on the comparability of management and support type positions and grade structures among the various Support Directorate components? For example:


(1) What are the management/support position ratios to operating personnel in each component?

(2) What are the comparable grade structures?

(3) Are there inequities?

(4) If so, what can be done to achieve comparability?

2. Some of the topics suggested above cannot be satisfactorily covered in the normal one week seminar. It is recommended that longer periods of study be devoted to the complex subjects. For example, six to eight weeks time could be devoted to topic 1.a. above. After studying their topic for a few days, the seminararians should be able to estimate the time needed to prepare a meaningful report.


Director of Communications

25X1

10031-8 0585

10 FEB 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Support Directorate Problem Solving Seminar

REFERENCE : Memo dtd 28 Jan 70 to all DD/S Office Heads,
fr DD/S, same subject

In response to the request in referent memorandum for subjects to be considered by subsequent problem solving seminars, the following three items are submitted:

- a. Should a study be made to determine the ideal proportion of support personnel (or support capability) needed to support an operational mission of a given magnitude. In other words, should the DDS prescribe the proportion of any given T/O, either a headquarters component or a field installation, which should be allocated as Support positions to insure that adequate support is available to a given operational mission. If this is feasible, can these support positions be assigned to the appropriate Support Service, in the manner now pertaining in the Office of Communications.
- b. Consider the feasibility of reviewing the reports required by the Support Offices from field installations to determine if any overlap and whether some reports could be combined or eliminated.
- c. Consider the feasibility of a review by a group of Support Officers (not records management or registry officers) of the Agency's present records retirement, retention and vital records policies and procedures.

[Redacted Signature]

L. E. Bush
Director of Finance

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Administrative
Stamp

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70-0576

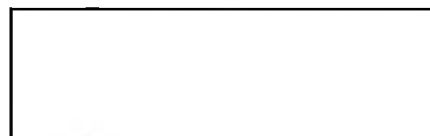
MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Support Directorate Problem Solving Seminar

REFERENCE : Memo dtd 28 Jan 70 to All DD/S Office Heads
fr DD/S, same subject

1. In response to the referent request, attached hereto are our recommendations for problems which might be discussed by future Seminar groups. We have, as requested, deliberately specified problems which are nontechnical in nature and which should allow for full participation of Seminar members.

2. With respect to future Seminars, there is one further suggestion we would like to make. While we are in agreement with the wishes of the Deputy Director for Support to maintain the high standards of interest, effort, and product which have been characteristic of earlier Seminars, it is our opinion that this possibly can best be done by structuring future Seminars on a quarterly, rather than more frequent, basis. We believe that this kind of timing will permit prospective Seminar participants to take the Advanced Management (Planning) Seminar (a course which we have found most worthwhile for training younger officers in "getting a handle" on ways to deal with problems) prior to their engagement in a Seminar exercise and will also permit the office "sponsoring" a specific problem to better prepare the presentation of the problem which a given Seminar will consider.



John F. Blake
Director of Logistics

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Att.

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SUPPORT DIRECTORATE SEMINAR PROBLEM

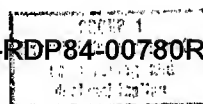
Decline in Opportunities for Rotational Overseas Assignments

To what extent can the decline in opportunities for rotational overseas assignments (OPRED - BALPA) be expected to adversely effect the development, motivation, retention or morale of career employees and how can this challenge be met?

- A. Associated sub-problems: N/A
- B. Problem parameters: All career services with reduced overseas assignments
- C. Date of origination or recognition of problem: Current
- D. Mandatory or desirable solution date: Earliest practicable date
- E. Previous studies or reports: N/A
- F. Cost data available: N/A
- G. Statistical data available: N/A
- H. Other pertinent documentation available: No

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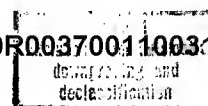


SECRETSUPPORT DIRECTORATE SEMINAR PROBLEMIncrease Attractiveness of the Several Retirement Systems

What can be done to make retirement more attractive through either the Civil Service or the Agency Retirement System? The CIA Retirement System is now over 5 years old. Has the implementation and operation of the System met the objectives for which the System was designed? Is the fact that there is a dramatic reduction in life insurance coverage under Agency-sponsored programs upon retirement a deterrent to an employee who might otherwise opt for an early retirement? If so, what remedies are available or can be made available to minimize the situation?

A. Associated sub-problem:

1. CIA Retirement System
2. CSC Retirement System
3. Agency-sponsored insurance programs - UBLIC-WAEPa

B. Problem parameters: Agency-wideC. Date of origination or recognition of problem: Not established. Current interest.D. Mandatory or desirable solution date: Earliest practicable dateE. Previous studies or reports: None in Office of LogisticsF. Cost data available: N/AG. Statistical data available: N/AH. Other pertinent documentation available: In various components throughout the Agency.**SECRET**

SUPPORT DIRECTORATE SEMINAR PROBLEM

Personnel Motivation

What techniques can be developed to motivate personnel below the officer level (clerical, wage board) and establish essentially an esprit de corps generally found in the higher levels?

A. Associated sub-problems:

1. Training
2. Development
3. Assignment and rotation

B. Problem parameters: Agency-wide

C. Date of origination or recognition of problem: Not established, continuing

D. Mandatory or desirable solution date: N/A

E. Previous studies or reports: N/A

F. Cost data available: N/A

G. Statistical data available: N/A

H. Other pertinent documentation available: N/A

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SUPPORT DIRECTORATE SEMINAR PROBLEM

Paper Management

What practical steps can be taken to effectively reduce the creation, production, retention and flow of paper produced within the Agency?

A. Associated sub-problems:

1. Records storage
2. Microfilm, microform systems

B. Problem parameters: Agency-wide

C. Date of origination or recognition of problem: Continuing, long-standing

D. Mandatory or desirable solution date: Earliest practical date

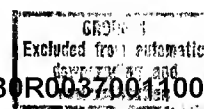
E. Previous studies or reports: Support Services Staff

F. Cost data available: Not in Office of Logistics

G. Statistical data available: Unknown

H. Other pertinent documentation available: Not in Office of Logistics

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DD/S 70-0581

10 February 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Support Directorate Problem Solving Seminar

REFERENCE : Your memorandum, dated 28 January 1970,
subject as above

Your referent request for submission of problem suggestions has been considered at some length by this office. We should like to resubmit with modification a suggestion submitted earlier:

Problem: Should the Agency take into account the influence of an employee's dependents on his role in the Agency to a greater extent than it does at present, and if so, to what extent, and how should this be done?

Background: Influence of dependents on employee performance is generally recognized in Government and industry, and the Agency has included in some of its selection procedures provision for consideration of dependents. There are other areas of dependent influence that could be considered, especially preparation for overseas residence.



JOHN R. TIETJEN, M. D.
Director of Medical Services

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24-0559
9 FEB 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Support Directorate Seminars (Problem Solving)

REFERENCE : Memo for all DD/S Office Heads fr DD/S, dtd 28 Jan 70,
same subject

1. This memorandum submits recommendations on future topics and format for the Support Directorate Problem Solving Seminars in response to referent.

2. It appears to me from the experience gained in the seminars to date that future topics should be limited to bedrock problems and handled in greater depth. One way to do this would be to have one topic discussed by several of the seminar groups. The aftermath of a particular group's deliberations would be handled by the next group with the eventual goal that of producing an action plan. In this way the shortcomings of limited time and familiarization might be offset and the seminars, which I feel have been successful as training exercises, might be improved as problem solving exercises.

3. The topics presented for your consideration are formulated with this sequential treatment in mind:

a. How can we make Support jobs more challenging and offset what appears to be an increasing tendency to routine, monotonous assignment of duties?

b. How can we improve the recruitment, utilization, training and career development of our clerical employees?

c. Has the Career Service structure outlived its usefulness? What might be substituted for the Career Services should the answer be in the affirmative?

d. Is Support training meeting current requirements? What should be the objectives of Support training?

e. What purposes are being served by the various committees within the Support Directorate? Are there opportunities for using coordinating committees such as the Travel Policy Committee of Support Offices for policy and procedural development?

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Subject: Support Directorate Seminars (Problem Solving)

4. When desired, I will expand on the many problems that have been clustered above and go into further detail on their sequential handling by seminar groups at the different grade levels.



Robert S. Wattles
Director of Personnel

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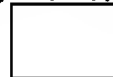
OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support		
2	7 D 26 Hqs		
3			
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ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Remarks:

PLEASE NOTE THAT I DO NOT
 THINK OP SHOULD BE THE RESOURCE
 ON THESE SUBJECTS. IT IS ALL
 TOO EASY TO TURN HERE - AND
 WE ARE HEAVILY-TASKED ALREADY.



FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

Director of Personnel 5 E 56 Hqs

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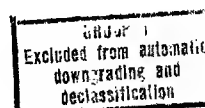
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70-0582
10 FEB 1970

MEMORANDUM FOR : Deputy Director for Support
SUBJECT : Support Directorate Problem
Solving Seminar
REFERENCE : DDS Memorandum, dated 28 January
1970, same subject

1. This memorandum is for your information.
2. Pursuant to your request for a list of suggested topics for seminar consideration, the following items are offered:
 - a. What changes should be made in the existing Support Services structure to ensure that requirements levied under the coming new look in "non-official" cover overseas, can be properly met?
 - b. What steps can be taken to ensure that whenever dispersal of Agency components is necessary due to lack of space at Headquarters, the least possible impairment of important programs will ensue?

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c. What steps can be taken to improve the Agency's current personnel selection processes? Consideration should be given to time and cost factors as well as employee quality. Is the Agency over-recruiting in the sense that it hires talent it cannot fully utilize?



Howard J. Osborn
Director of Security

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DTR-4554

DD/S

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16 FEB 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Subjects for Support Directorate Problem
Solving Seminars

REFERENCE : Memo dtd 28 Jan 70 to all DDS Office Heads,
frm DD/S, Subj., same

1. I propose two subjects for discussion by Support Directorate Seminars.

2. The first has long been of concern within OTR; to have the recommendations of a group of Support officers would assist present and future planning by the instructional staff.

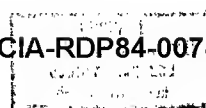
In what ways can OTR courses or programs be made more responsive to the future needs of the Agency, and especially of the Support Directorate?

A seminar should feel free to examine the 70-odd formal courses now offered, to propose some for deletion, others for revision, others for expansion. We would welcome ideas for new courses, and special attention to tailoring instruction to appropriate levels of experience, age, grade. Another special concern is the problem of bringing each element of the outfit to understand the nature and value of the functions carried out by other elements. Recommendations will have to be specific to be of much value.

3. OTR's second proposal is this:

Is the present practice of dividing Agency personnel among 23 "career services" the best way to develop and manage our people? If so, what specific recommendations can you make for improving the system? If not, what better system can you propose? (Among possible alternatives, you might examine: 1) a system of four career services, one for each Directorate; 2) a system of three, one each for Collection, Production, and Support; 3) a system of two, one for the Clandestine Service and one for all others; 4) a single system for

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the whole Agency.) Of special value would be recommendations for specific improvements in regulations, simplification of paperwork, evenhanded application of personnel policy throughout the Agency, and review procedures designed to keep the system practical, up to date, and realistic.



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HUGH T. CUNNINGHAM
Director of Training

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